



YOUR GOALS



**U.S. Department of Commerce
National Technical Information Service**



NTIS and eCornell – eTraining Partners

Federal, state, and local government employees now have access, via NTIS, to the best of Cornell University's professional online education programs. Through this partnership with NTIS, eCornell offers government agencies and employees substantial savings on the cost of 18 certificate programs and 60 courses.

Visit the NTIS - eCornell website to register

<http://www.ntis.gov/ecornell/ecornell.asp>

CERTIFICATE PROGRAM MANAGEMENT ESSENTIALS: INTERVIEWING AND SELECTION

6-course certificate series from Cornell University's School of Industrial and Labor Relations

ILRMD501 **Selection Requirements and Communication Skills for Interviewing**

ILRMD502 **Legal and Unbiased Interviewing and Selection**

ILRMD505 **Legal Issues in the Workplace**

ILRMD506 **Preventing and Addressing Inappropriate Workplace Behaviors**

ILRMD509 **The Impact of Personality Styles on Communication**

ILRMD510 **Managing Communication Challenges**



Course Experience—Program Quality

eCORNELL

Course Experience — How it Works

eCornell offers a proven, patent-pending model for successful management development and incorporates the best aspects of online and traditional classroom learning, including:



Learning experiences that target individual competencies and skills



Engaging and rigorous course design that centers on authentic business scenarios and provides the resources and tools learners need to resolve the issues they pose



Asynchronous collaboration activities that contribute to knowledge and experience sharing among the course participants and the course instructor



Course projects, discussion forums, and job aids that help participants apply their new skills to real organizational situations



New skill development through interactive assessments and simulations

Program Quality Drives Motivation & Results

eCornell is not your typical e-learning experience. Our Structured Flexibility™ and active instructor facilitation provide course milestones that build motivation and result in industry-leading completion rates.



Ninety two percent (92%) of students complete their course, two to four times the e-learning norm, and even more, 93%, rate their overall experience as good to excellent.



Ninety five percent (95%) of students say the material is applicable to their job responsibilities, and 93% say that what they have learned will directly impact their performance.



In the end, 95% of students would recommend to their peers that they take an eCornell course.



Certificate Management Essentials: Interviewing and Selection



e CORNELL

Overview

eCornell has partnered with Cornell University's School of Industrial and Labor Relations to produce the Managing Essentials: Interviewing and Selection Certificate. This six-course series addresses communication and interviewing skills as well as legal issues associated with managing a staffing process.

Through course material and self-reflection, participants in this certificate series learn to shape their personal interviewing style in a way that ensures the unbiased, honest interviewing and assessment of candidates. The series also addresses the legal pitfalls associated with organizational hiring practices and how to respond to accusations of bias

Component Courses

The certificate series consists of the six courses listed below, totaling approximately 36 hours of learning.

- ILRMD501 **Selection Requirements and Communication Skills for Interviewing**
- ILRMD502 **Legal and Unbiased Interviewing and Selection**
- ILRMD505 **Legal Issues in the Workplace**
- ILRMD506 **Preventing and Addressing Inappropriate Workplace Behaviors**
- ILRMD509 **The Impact of Personality Styles on Communication**
- ILRMD510 **Managing Communication Challenges**

Target Audience

The Management Essentials: Interviewing and Selection Certificate is designed for entry- to mid-level supervisors and managers seeking a deeper understanding of the issues and challenges of interviewing and selecting prospective employees and proven strategies for making the most informed and appropriate hiring decisions.

Accreditation

Students who successfully complete all 6 courses in this series receive a Management Essentials: Interviewing and Selection Certificate from Cornell University's School of Industrial and Labor Relations.

ILRMD501 Selection Requirements and Communications Skills for Interviewing



Course Overview

Making the wrong hiring choices is costly and time consuming for organizations of all sizes. An effective way for businesses to identify the best candidates for a position is through a structured, job-focused interviewing process, where interviewers have effective interviewing skills and understand the legal aspects of employment practices. In this interactive, skill-based course, participants learn how to structure an interview using the Results-based Selection Requirements (RSR) process. This model eliminates bias and stereotyping of job candidates, examines compliance with employment laws, and focuses on the communication and listening skills required for effective interviewing.

Target Audience

This course is indispensable for human resource and recruiting specialists, as well as managers working at all levels of the organization who are involved in the hiring process.

Organizational Outcomes

Participants who complete this course will be able to:

- Develop and demonstrate effective, unbiased interviewing techniques
- Use advanced listening skills
- Learn how approachability and openness can elicit candid responses from job candidates
- Recognize and ensure compliance with applicable employment processes
- Design and implement a system of Results-based Selection Requirements as a foundation for the interview process

Course Benefits

In this course, participants will learn about:

- Communications skills necessary for highly effective interviewing
- Compliance with employment laws and when to seek legal advice
- Elimination of bias and stereotyping from the interview process
- Qualities of approachability that help elicit candid responses from interviewees
- Effective listening skills
- Results-based Selection Requirements as a foundation for the interview process
- Objective comparison and selection of the best-qualified candidate

Certificate

This course is part of the following certificates from Cornell University's School of Industrial and Labor Relations:

- **Supervisory Skills**
- **Management Essentials: Interviewing and Selection**
- **Human Resources: Selection and Staffing**

Faculty Authors

Cathy Lee Gibson
Associate Director, Management Programs
School of Industrial and Labor Relations
Cornell University

Anthony Panos
Statewide Director, Management Programs
School of Industrial and Labor Relations
Cornell University

ILRMD502 Legal and Unbiased Interviewing and Selection



Course Overview

In a competitive global economy it is essential for all organizations to conduct job interviews that result in the selection of the most capable and competent candidates available. Effective and efficient interviewing requires advanced preparation and a structured approach. In addition to carefully constructing job-related questions, interviewers must ensure compliance with applicable laws and must also make certain that their assessments and recommendations remain unbiased. In this interactive, skill-based course, participants will learn how to prepare for job interviews, create a positive interviewing environment, conduct legal and unbiased interviews, and identify the best-qualified candidate for the position.

Target Audience

This course is indispensable for human resource and recruiting specialists, department heads, and managers working at all levels of the organization who are involved in the hiring process.

Organizational Outcomes

Participants who complete this course will be able to:

- Ensure compliance with applicable employment laws
- Identify problematic and inappropriate questions, statements, and behaviors that can occur in an interview
- Proactively avoid legal problems throughout the interview process
- Avoid bias and stereotypes in order to accurately assess a candidate
- Develop and carry out highly effective, efficient, and unbiased interviews using a Results-based Selection Requirements (RSR) process
- Objectively compare candidates and select the best-qualified candidates for their organization

Course Benefits

In this course, participants will learn about:

- Potential legal issues and inappropriate questions in the interview process
- Biases and stereotypes that negatively affect the interview process
- Successful interview environments
- Effective interview techniques
- Effective questioning for exploring a candidate's skills and strengths
- Objective selection of the best qualified candidate for the job

Certificate

This course is part of the following certificates from Cornell University's School of Industrial and Labor Relations:

- **Supervisory Skills**
- **Management Essentials: Interviewing and Selection**
- **Human Resources: Selection and Staffing**

Faculty Authors

Cathy Lee Gibson
Associate Director, Management Programs
School of Industrial and Labor Relations
Cornell University

Anthony Panos
Statewide Director, Management Programs
School of Industrial and Labor Relations
Cornell University



Course Overview

Explore federal, state, and local employment laws and how to comply with Equal Employment Opportunity (EEO), Affirmative Action (AA) and diversity. Learn to recognize and avoid potential legal risks in everyday workplace situations, and know when to seek in-house or outside counsel. Work within the law when interviewing, hiring, evaluating, and firing employees.

Target Audience

Shift supervisors, entry-level to mid-level managers, and members of revolving project teams with no direct reports.

Organizational Outcomes

Participants who complete this course will be able to:

- Recognize employment-related laws and assess their impact on employment-related decisions
- Recognize how Equal Employment Opportunity, Affirmative Action, or diversity applies to employment-related issues
- Categorize employment-related issues into legal or employee relations issues to enable you to assess legal risks associated with management decisions
- Recognize the difference between employee relations issues and potentially unlawful situations in the workplace
- Avoid potentially illegal behaviors when interviewing, evaluating, and disciplining employees
- Avoid potentially illegal behaviors in situations involving FMLA, FLSA, OSHA, or state laws

Course Benefits

In this course, participants will learn about:

- Employment-related laws and their impact on decision making
- Local, state, and federal laws dealing with wages, benefits, safety, and labor
- Equal Employment Opportunity, Affirmative Action, and diversity
- Legal risks associated with management decisions
- Potential legal risks when interviewing, evaluating, and disciplining employees

Certificate

This course is part of the following certificates from Cornell University's School of Industrial and Labor Relations:

- **Supervisory Skills**
- **Management Essentials: Managing Performance**

Faculty Authors

Andrea M. Basile Terrillion, Esq.
Director of Management, NYC Office
School of Industrial and Labor Relations
Cornell University

Shelley Greenwald, Esq.
Adjunct Faculty, NYC Office
School of Industrial and Labor Relations
Cornell University

ILRMD506 Preventing and Addressing Inappropriate Workplace Behaviors



Course Overview

Under current employment laws and regulations, employers are responsible for the safety and well-being of all employees. This includes protecting employees from inappropriate behaviors, regardless of whether they originate from a supervisor or a co-worker. In this course, participants learn how to identify, prevent, and address inappropriate workplace behaviors and how to reduce risk when interviewing, evaluating, and disciplining employees. This course also addresses the use of a policy manual as a means to apply a consistent and structured process and procedure for dealing with unsuitable behavior and confidential complaints.

Target Audience

This course is imperative for managers at any level and in any industry who are responsible for leading and managing a workforce or for hiring new employees.

Organizational Outcomes

Participants who complete this course will be able to:

- Identify inappropriate workplace behaviors and strategies for addressing them
- Develop a policy manual detailing policies and procedures for handling, resolving, and preventing inappropriate behaviors and complaints
- Manage confidential issues surrounding inappropriate behavior

Course Benefits

In this course, participants will learn about:

- The scope and range of inappropriate workplace behaviors
- Strategies for dealing with and preventing inappropriate workplace behaviors
- Designing a policy manual relevant for their organizations
- Using company policy to develop a structured and consistent approach to handling employee complaints
- Maintaining confidentiality throughout a complaint procedure

Certificate

This course is part of the following certificates from Cornell University's School of Industrial and Labor Relations:

- **Supervisory Skills**
- **Management Essentials: Managing Performance**

Faculty Authors

Andrea M. Basile Terrillion, Esq.
Director of Management, NYC Office
School of Industrial and Labor Relations
Cornell University

Shelley Greenwald, Esq.
Adjunct Faculty, NYC Office
School of Industrial and Labor Relations
Cornell University

ILRMD509 The Impact of Personality Styles on Communication



Course Overview

Interpersonal communication is one of the most challenging and important aspects of a successful career. It is essential for leaders and managers to understand the basics of communications, their own communication styles, the critical role of emotional intelligence, and the impact of all of this on their co-workers and their organization. In this course, participants will learn why good interpersonal communication skills are so important, how personality styles affect personal communication styles, and how this understanding can improve one's ability to work with and manage employees.

Target Audience

This course is important for all professionals—in any industry—who want to greatly improve their ability to communicate effectively.

Organizational Outcomes

Participants who complete this course will be able to:

- Understand the correlation between emotional intelligence and communication competencies
- Use different techniques for effective and active listening
- Choose the appropriate response style for different workplace situations
- Recognize and make use of the role that nonverbal communication plays in listening

Course Benefits

In this course, participants will learn about:

- The importance of effective communication
- The role of emotional intelligence in social interactions
- Myers-Briggs® assessment tool as a means to identify style and improve workplace communication
- Techniques for improving listening skills
- The role of nonverbal communication in listening

Certificate

This course is part of the following certificates from Cornell University's School of Industrial and Labor Relations:

- **Supervisory Skills**
- **Management Essentials: Managing Effectively**
- **Management Essentials: Interviewing and Selection**

Faculty Author

Nancy Lampen
Director, International Programs
School of Industrial and Labor Relations
Cornell University

ILRMD510 Managing Communication Challenges



Course Overview

Interpersonal communication is often one of the most challenging aspects of a career. To communicate successfully, professionals need to find a balanced approach to dealing with difficult people or conversations. One must be assertive enough to avoid being taken advantage of, but not so aggressive that he or she alienates or upsets co-workers. In this course, participants will learn how to be assertive and professional when dealing with challenging conversations and people. They will also learn how to analyze and make use of criticism to improve their skills and abilities.

Target Audience

This course is important for all professionals--in any industry--who want to learn to be more assertive and effective in their communications.

Organizational Outcomes

Participants who complete this course will be able to:

- Communicate their interests and needs to others in an assertive and professional manner
- Use criticism as a tool to develop and enhance their skills
- Effectively manage difficult conversations and people

Course Benefits

In this course, participants will learn about:

- Distinguishing assertive behavior from passive, aggressive, and passive-aggressive behavior
- Overcoming anxieties in order to be assertive and effective in conversation
- Acknowledging criticism appropriately and using it for self-improvement
- Providing effective feedback
- Communicating clearly in challenging conversations
- Strategies for dealing with various types of difficult people

Certificate

This course is part of the following certificates from Cornell University's School of Industrial and Labor Relations:

- **Supervisory Skills**
- **Management Essentials: Managing Effectively**
- **Management Essentials: Interviewing and Selection**

Faculty Author

Nancy Lampen
Director, International Programs
School of Industrial and Labor Relations
Cornell University

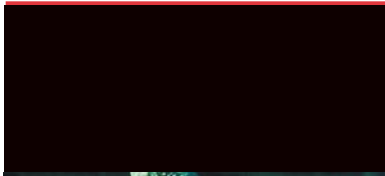
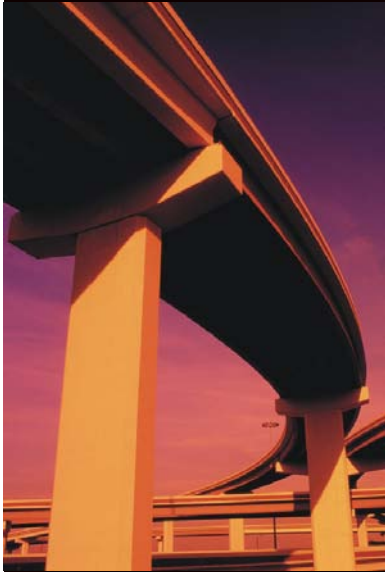
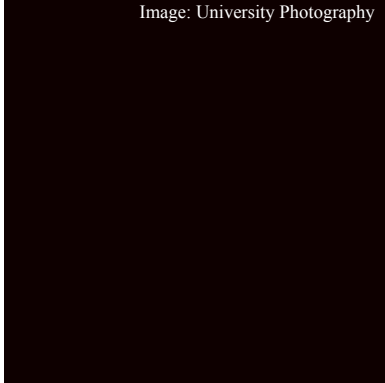


Image: University Photography



eCORNELL

In 1865 Ezra Cornell had a vision.

“I would found an institution where any person can find instruction in any study.”

Established as the land-grant university of the State of New York, Cornell University has an extension and outreach mission unique to the Ivy League.

eCornell is the next step in achieving the vision.

Call: 1-800-326-7635, outside of the United States: +1-607-330-3200

Email: clientservices@ecornell.com

Visit: www.ecornell.com/ntis

eCornell is a wholly owned subsidiary of Cornell University © 2006 eCornell